



# INSTITUTIONAL CAPACITY DEVELOPMENT SUPPORT PROGRAMME

(Support to the Development Posts - Phase II)



Timor-Leste

**Budget (Phase II):**  
US \$8,890,000

**Implementing partners:**

UNDP (Direct Execution), Capacity Development Coordination Unit (CDCU) of the Government of RDTL, National Parliament, Council of Coordination of the judiciary sector, Office of the President

**Donors:**

Australia, Canada, Denmark, EC, Finland, Ireland, New Zealand, Norway, Sweden, USA, United Kingdom, UNDP

**Background**

The previous phase of the programme 'Support to the Development Posts', focused on the Government's emergency needs by filling key posts and building the skills of the country's public servants through a one-on-one mentoring of an advisor to a counterpart. Although the support has increased the capacities of government officers and strengthened systems across all sectors of Government, UNDP and its development partners recognize that continued support is still needed in many critical areas.

**Institutional Capacity Development Support Project**

The Institutional Capacity Development Support (ICDS) programme is the second phase of a UNDP initiative that aims to strengthen the capacity of the Government of Timor-Leste (RDTL) by providing mentors and advisors to key government departments and other state institutions in support of their efforts to reduce poverty and promote sustainable development.

**Phase II**

Capacity Development in Timor-Leste has entered a new phase. In the Institutional Capacity Development Support Programme, a more strategic approach is being taken for sustainable capacity development using various technical assistance modalities. UNDP has restructured the programme to work closely with the Government's main coordinating body, the Capacity Development Coordination Unit (CDCU), for a comprehensive approach to capacity building with the premise that a strong civil service is built on three interdependent pillars of Skills and Knowledge, Systems and Processes and Attitudes and Behaviours.

The 118 positions covered in the Institutional Capacity Development Support programme were identified as "critical" by a joint assessment conducted by RDTL, UNDP and UNMISSET in July and August of 2003. Funding for these positions comes from voluntary contributions from development partners.



Based on the recommendations of an independent evaluation of Phase I, Phase II of the programme aims to achieve:

- An evolution from individual capacity development to institutional capacity development.
- Increased ownership by the state institutions and the strengthening of coordination through increasing the CDCU's capacity and resources.
- Enhanced coordination of the advisors under the project umbrella with other related projects at UNDP, with UNMISSET advisors (CSG) and with other bilateral development partners.
- Demand-driven national counterpart training both in and out of the country, in addition to on-the-job training provided by advisors.
- Sufficient provision in the budget for basic infrastructure requirements to enable the advisors to efficiently carry out their duties with a particular concern to work in the districts.
- The establishment of a project advisory committee representing all major stakeholders to provide coherence, accountability and support to external assistance.

*Broadened scope of capacity development*

While the programme is continuing to place international personnel in various key positions, it is also focusing on supporting individuals and units to develop and strengthen processes for decision-making and action implementation. This acknowledges the need for competence, material/technical support, understanding and acceptance of roles—individually and systemically, legal and regulatory requirements, appropriate attitudinal and behavioral norms, and motivation (with its dependence on leadership).

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*Closer cooperation with UNMISSET, other UNDP projects and other bilateral initiatives*

In June 2004, the UNDP programme team moved to the UNMISSET compound to facilitate closer cooperation with the UNMISSET Institutional Capacity Development Unit. Management structure and implementation policy is being further harmonized to create synergies between the two complementary initiatives. A unified monitoring and evaluation system has been designed jointly with CDCU and will be launched for all advisors in January 2005.

The programme is also working closely with existing UNDP projects and relevant bilateral and multilateral capacity development initiatives. For example, Cooperation with the UNDP supported Human Resources Management (HRM) project is particularly important as it supports the development of Civil Service Act and HRM manual, introduction of Personnel Management Information System (PMIS), and the institutional development of INAP and NDPS, all of which are crucial to building an effective and transparent public administration.

Other sector-specific initiatives such as the justice and national parliament strengthening projects, will serve as the exit strategy for the advisors working in these areas under the programme. Coordination in the definition of terms of reference for these positions, recruiting and alignment of work plans to the overall frameworks of these initiatives will facilitate the assumption of these functions by the sector-specific projects beyond 2005.

In addition to UNDP projects, coordination will also take place with other bilateral and multilateral medium and long-term capacity development coordination efforts: for example, the financial management capacity development initiative, which is led by the World Bank, and the support provided by the USAID for the Land and Property area.

*Diverse and flexible funding modalities*

More diverse and flexible funding modalities have been adopted, including (a) un-earmarked financial contribution to the programme; (b) earmarked financial contribution to specific positions in the critical list; (c) bilateral placement of international personnel; (d) tri-lateral placement through TCDC; (e) secondment from other institutions/companies.

*Streamlined contract types*

Wherever possible, the United Nations Volunteers scheme is used. However, when sufficient and qualified applications cannot be generated, other types of contract can be considered.

*Creation of complementary training fund*

A training fund to finance external training for selected national staff will substantially contribute to capacity development efforts. The guidelines for the allocation of such funds among state institutions and the criteria to qualify have to be agreed on with CDCU.

*Transition to institutional capacity development*

The UNDP Project Management Unit (PMU) will continue to support the CDCU to strengthen its capacities to coordinate the activities of the development posts project to strengthen the Government's ownership and responsibility for the Support to Development Posts Programme in the medium term, and to provide an exit strategy for the UNDP. Providing adequate support to the CDCU will play a pivotal role in this. In addition, other closely related UNDP projects such as COMPASS (which provides co-ordination, monitoring and planning assistance for the implementation of the National Development Plan), and will provide CDCU with the support needed to recruit two additional national staff members. As CDCU's capacity is sufficiently strengthened to operate without resident UNDP support over the longer term, it is anticipated that CDCU will assume the responsibility for coordinating all of the national capacity development projects.

**Follow up and Exit Strategy**

In the course of the programmes implementation, a number of missions will be fielded to formulate specific support initiatives, building upon the Annual Action Plan and Sector Investment Programmes (SIP's), as well as the previous assessments undertaken by the HRM project and the Ministerial Capacity Development Action Plans workshops. Capacity development assistance primarily through the placement of international personnel will be eventually phased or will transition into succession elements of an evolving programme.



**Contact**

For more information on the Institutional Capacity Development Support Project, please contact us.

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